



SEMA



MISSOURI DEPARTMENT OF
**HEALTH &
SENIOR SERVICES**



FEMA



Approvals:

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RECOVERY STRATEGY DEVELOPMENT

Interagency Recovery Coordination
DR 4665 MO
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Executive Summary

The Recovery Strategy Development (RSD) process builds on the recovery issues and needs identified and validated throughout the Recovery Needs Assessment (RNA). The RNA process documented a total of nine teen (19) recovery issues, including two (2) by Community Assistance, three (3) by the Economic RSF, twelve (12) by the Health and Social Services (HSS) RSF, and four (4) by the Housing RSF. These issues align with the recovery priorities of the state and are longstanding, well-understood challenges. Herein, a discussion of the various Recovery Support Functions includes a comprehensive list of proposed recovery strategies to address the recovery issues identified. Using the information gathered and validated during the RNA, State and Federal RSFs developed recovery strategies that outline how federal, state, and local jurisdictions will work with the private sector and nongovernmental partners to address the recovery issues identified.

This document details over thirty-five (35) proposed strategies, including outcomes, actions, resources, and timelines required to achieve equitable, risk-resistant, and resilient recovery outcomes for the State of Missouri over the coming years. However, this document is an iterative step in a more extensive strategic planning process. The development of recovery strategies is a step closer to finding and implementing recovery solutions that will meet the needs of the State of Missouri. Following the RSD, additional efforts to achieve recovery include identifying project champions and stakeholders to lead the implementation of the recovery strategies and ensure Missouri is one step closer to resiliency.

Recovery Strategy Development Process

The RSD process unofficially began when Recovery Support Function (RSF) Field Coordinators identified and validated recovery needs and gaps and began brainstorming potential solutions. Although not required at the time, conversations, listening sessions, and meetings with the affected communities' representatives provided fertile ground to start developing ideas of how recovery would look. At that time, the development of Recovery Strategies has inadvertently begun.

The DR4665-MO Interagency Recovery Coordination (IRC) team officially transitioned from RNA to RDS on November 28th, 2022. During the RSD process, RSF field coordinators from state and federal RSF leading agencies met to discuss, propose, and develop recovery strategies. In addition, RSF field coordinators met on December 7th, 2022, and December 14th, 2022, to discuss proposed strategies and to develop strategies for their areas of expertise further. For the recovery issues that required a holistic analysis and the coordination of an array of agencies, entities, or disciplines to achieve a solution or cross cutting recovery issues a matrix was developed. The purpose of the matrix is to align the cross-cutting recovery

issues with the National Preparedness Goal core capabilities and ensure actions move post strategy development efforts closer to the goal of equitable, risk-resistant, and resilient recovery outcomes. Appendixes A and B detail cross cutting recovery issues, lead coordinating agencies, potential strategies, actions to address the identified issues, and potential resources to support the implementation phase.

Overview of Recovery Strategies by Recovery Support Function

Community Assistance RSF

Issue 1.1.1 Limited capacity to apply for and manage grants to fund recovery or resilience/mitigation projects.

- Strategy: Provide the State of Missouri and municipal governments a Just in Time Recovery Management Training.
- Strategy: Provide the State of Missouri with a Recovery Resource Guide that will be shared among municipal governments and communities.
- Strategy: Coordinate a series of USDA Grant Writing Workshops.
- Strategy: Identify resources to fund Local or County Recovery Managers by the end of the year 2023.
- Strategy: Secure funds to hire Local or County Recovery Managers by the end of the year 2025.
- Strategy: Identify and prioritize recovery and mitigation projects by the end of year 2025.
- Strategy: Support with the planning for hiring and training staff members and developing train-the-trainer strategies; including grant writing and grant management to address capacity gaps by the end of year 2025.
- Strategy: Identify resources supporting staffing plans and training by establishing a scalable baseline for staff required for each county or local government and comparing county/locality recovery staff capacity to the baseline to determine needs by the end of year 2023.
- Strategy: Develop a series of educational webinars in collaboration with the Missouri Municipal League and other non-profit organizations by the end of year 2023.
- Strategy: Offer Train the trainer – bringing the same subject matter expertise/peer to peer training, but tailored to different audiences (elected officials, non-profits, non-elected officials) by the end of year 2023.

Issue 1.1.2 Lack of plan integration and regional cooperation

- Strategy: Support for developing internal processes to support survivor needs and leverage available talent by the end of year 2023.
- Strategy: Plan to assure equitable recovery in vulnerable communities through support and developing framework for coordination among SLTTs, philanthropic, nonprofits, and long-term recovery groups and stakeholders by the end of year 2025.
- Strategy: Work to align CEDS and Hazard Mitigation plans by the end of year 2027.
- Strategy: Integrate land use planning and hazard mitigation by the end of year 2030.
- Strategy: Engage with FEMA and the Mitigation Framework Leadership Group's (MitFLG's) Place-Based Task Force to identify disadvantaged communities that present opportunity to assist with development of place-based resilience strategies and solutions by the end of year 2025.
- Strategy: Support collaboration to educate on debris-removal issues in unincorporated St. Louis County by the end of year 2025.

Economic RSF

Issue 2.1.1: Small Businesses

- Strategy: The Economic RSF will partner with relevant federal and state agencies to identify potential funding opportunities and available technical support (E.g. EDA lead with DHHS, SBA, MO DED, SEMA).
- Strategy: Recovery from the disaster is in early stages. Many small businesses likely will need technical assistance and case management. Without this help, small businesses that were either impacted directly or who have indirect or secondary impacts of multiplier effects may relocate out of the region or close permanently.
- Strategy: A survey will be conducted of local businesses through the Economic RSF partners.

Issue 2.1.2: Communities and Rebuilding

- No strategy provided; actions included.

Issue 2.1.3: Transportation

- No strategy provided; actions included.

Health and Social Services RSF

Issue 3.1.1: Behavioral Health Staff, Public Service Workers, and First Receivers

- Strategy: Deliver operational correction, program tools, and policy technical assistance to state and local behavioral health agencies to increase workforce development and retainment.

Issue 3.1.2: Behavioral Health: Serving the unmet behavioral health needs of the community throughout recovery

- Strategy: Deliver operational correction, program tools, and policy technical assistance for state and local behavioral health agencies to increase the ability to increase the ability to respond to disaster survivors in a timely manner, decrease stigma in accessing care for behavioral health services, decrease re-traumatization of survivors, and increase the reach to underserved communities.

Issue 3.1.3: Public & Environmental Health: Mold, Workforce Development, Public Health Response Activities, and Addressing Inequities in Public Health.

- Strategy: Conduct a community environmental health rapid needs assessment that provides household-level information to public health leaders and emergency managers.
- Strategy: Federal partners deliver toolkits, training opportunities, and templates for state and local jurisdictions.
- Strategy: Develop a regionally led and state and federally supported Public Health Workforce Collaborative.

Issue 3.1.4: Healthcare: Improved delivery of healthcare services for disaster survivors throughout recovery.

- Strategy: Deliver operational corrections, program tools, and policy technical assistance to state and local healthcare systems to increase their ability to respond to the healthcare and specialty needs of disaster survivors in a timely manner, increase reach to underserved communities, and decrease re-traumatization of survivors.

Housing RSF

Issue 4.1.1: Need to create local/county/regional post-disaster housing plans

- Strategy: Create disaster housing task force to lead plan development.

Issue 4.1.2: Increased need for access to affordable, accessible rental housing options

- Strategy: Establish additional affordable housing programs and resources to assist low-income households.
- Strategy: Support rehabilitation and development of affordable, accessible housing for low income and persons with disabilities.
- Strategy: Identify and convert underutilized, vacant industrial buildings to affordable housing.

Issue 4.1.3: Need to increase homeowner flood insurance utilization rates

- Strategy: Promote homeowners and renters' financial literacy programs that amplify the importance and long-term value of flood insurance.
- Strategy: Identify ways for State, local governments, and non-government programs to lower/subsidize the cost of flood insurance.

Issue 4.1.4: Utilize Mitigation Efforts to Reduce the Effects of Repetitive Events

- Strategy: Build stormwater management capacity.
- Strategy: Increase damage reduction measures for existing properties.
- Strategy: Implement green infrastructure projects to address stormwater runoff and sewer overflow problems.

Cross Cutting Issues

The nature of the disaster recovery environment requires all participants and partners to coordinate nearly simultaneously. When identifying recovery issues and needs, it is common to find cross-cutting recovery issues. Cross-cutting recovery issues are issues that require a holistic analysis and the coordination of an array of agencies, entities, or disciplines to leverage their knowledge and expertise to achieve a solution to protect or mitigate against the issue. Cross-cutting recovery issues are highly interdependent and require Interagency Coordination as means to use existing networks and activities, coordinate and unify efforts.

Throughout unity of effort, cross-cutting recovery issues provide an opportunity to coordinate activities among various organizations to achieve common objectives. Some examples of Interagency coordination for unity of effort are training and exercise programs improvement, innovative solutions to repetitive issues, leveraging, and enhancing existing capacity, and ensuring that administrative, finance, and logistics systems are in place to support these capabilities. Cross-cutting recovery issues are not static, thus the need for coordination and

continued discussions to analyze evolving needs, potential impacts to efforts, and changing resource requirements. The Joint Interagency Coordination group executes coordinated operations and planning to operationalize recovery core capabilities. For DR4665-MO recovery core capabilities and the cross-cutting recovery issues have been identified. (See *Appendices A & B for detailed information*).

Recovery Strategy Development

1.1 Community Assistance RSF

1.1.1 Issue / Challenge: Limited capacity to apply for and manage grants to fund recovery or resilience/mitigation projects

- Collaboration between the State and the CA RSF indicated that there is limited local staff capacity to identify, apply for, and manage grants and development projects once funds are secured, several small population municipalities with their own unique and complex needs or potentially share a single Regional Planning Commission on whom they rely for grant writing capacity, and limited plan integration.

RSF Objectives

- Identify resources that would provide smaller municipalities the necessary capacity to apply for and manage grants to fund recovery or resilience/mitigation projects, by the end of the year 2023 (short-term).
- Provide professional development for municipal government staff to prepare competitive grant proposals to fund projects, including disaster recovery, by the end of the year 2023 (short-term).
- Assess municipal governments' current capacity and skill set to apply for and manage federal and other grants. This assessment should be completed by the end of the year 2023 (short-term). Provide technical assistance and training to increase grant management capacity and skills. The technical assistance should start as soon as the municipal government identifies the need and requests the assistance (short to intermediate term).

RSF Recovery Strategy and Support Actions

- Provide the State of Missouri and the municipal governments a Just-In-Time Recovery Management Training by the end of year 2022 (short-term).
 - CA partnered with the State and the Missouri Municipal League to host a 2-hour virtual Just-in-Time Recovery Management Training workshop with peer instructors for local officials. Topics included Disaster Financial

Management, Data Management and Information, and HUD-CDBG funding.
[Recovery Management Training – YouTube](#)

Coordinating Agency: SEMA

Supporting Partners: FEMA, Missouri Municipal League

- Provide the State of Missouri a Recovery Resource Guide that will be shared among the municipal governments and communities by the end of year 2022 (short-term).
 - CA shared access to the new Recovery and Resilience Library on FEMA.gov with the SDRC. This library includes funding and technical assistance resources and is kept live so that stakeholders always have the most relevant and useful resources: [Recovery and Resilience Resource Library](#) | FEMA.gov

Coordinating Agency: SEMA

Supporting Partners: FEMA

- Coordinate a series of USDA Grant Writing Workshops by the end of year 2023 (short-term).
 - SEMA will serve as the coordinating entity for a series of USDA Grant Writing Workshops to equip the municipal governments with skills and tools that will enable them to access resources for their recovery and resiliency.

Coordinating Agency: SEMA

Supporting Partners: FEMA, USDA

- Identify resources to fund Local or County Recovery Managers by the end of the year 2023 (short-term).
 - CA coordinated with FEMA Region 10 CA Regional Coordinator in obtaining available resources providing an overview of the role of a Local Recovery Manager, examples of tasks both pre-and post-disaster, and an initial discussion of the development of a Local Recovery Manager Program in Missouri. Additionally, review with EDA partners their placement of Regional Disaster Recovery Managers embedded with Regional Planning Commissions, and their role.

Coordinating Agency: SEMA

Supporting Partners: FEMA, EDA

- Secure funds to hire Local or County Recovery Managers by the end of the year 2025 (intermediate).
 - Work with the State of Missouri, FEMA, and other Federal Agencies to assess possible funding streams to hire Local or County Recovery Managers. Work to secure the funding stream to provide those services continuously.

Coordinating Agency: EDDs, county/local governments

Supporting Partners: EDA, American Red Cross, EDDs, Corporation for National and Community Service, USDA, State, HUD, Alliance of Missouri Community Foundations.

- Identify and prioritize recovery and mitigation projects by the end of year 2025 (intermediate).

Coordinating Agency: EDDs, county/local governments

Supporting Partners: FEMA, EDDs, EDA

- Support with the planning for hiring and training staff members and developing train-the-trainer strategies; including grant writing and grant management to address capacity gaps by the end of year 2025 (intermediate).

Coordinating Agency: SEMA

Supporting Partners: FEMA, EDDs, county/local governments, American Planning Association- Missouri Chapter, MO colleges and universities, Alliance of Missouri Community Foundations, Missouri Municipal League

- Identify resources supporting staffing plans and training by establishing a scalable baseline for staff required for each county or local government and comparing county/locality recovery staff capacity to the baseline to determine needs by the end of year 2023 (short-term).

Coordinating Agency: SEMA

Supporting Partners: FEMA, EDDs, county/local governments, American Planning Association- Missouri Chapter, MO colleges and universities, Alliance of Missouri Community Foundations, Missouri Municipal League

- Develop a series of educational webinars in collaboration with the Missouri Municipal League and other non-profit organizations by the end of year 2023 (short-term).

Coordinating Agency: SEMA

Supporting Partners: FEMA, Missouri Municipal League

- Offer Train the trainer – bringing the same subject matter expertise/peer to peer training, but tailored to different audiences (elected officials, non-profits, non-elected officials) by the end of year 2023 (short-term).

Coordinating Agency: SEMA

Supporting Partners: State, FEMA, EDA, MO colleges and universities, Emergency Management Institute (EMI).

1.1.2 Issue / Challenge: Lack of plan integration and regional cooperation

- It was clearly identified that there is a need for a central, coordinating entity to lead cohesive disaster recovery planning. As Missouri is a home rule state, most impacted municipalities have their own independent home rule charter, zoning codes, and planning processes. Additionally, there are a number of plans (Hazard Mitigation (HM) plan, Comprehensive Economic Development Strategy (CEDS), local comprehensive plans, local corridor plans, and local utility plans) that are not integrated. Affected communities are staffed for a low volume of permits and inspections. Planning and zoning is largely a code enforcement issue. In places where planning departments exist, many of them are focused on code enforcement. Because planning and zoning are not required in the state, many communities are not familiar with the process of long-term recovery strategic planning.

RSF Objectives

- Build plans, strategies, or actions that address multiple community development and equity objectives by the end of year 2025 (intermediate). Equitable resilience solutions require a holistic, multi-objective view of communities' needs.
- Assess and integrate the diversity of resilience needs to enable communities to consider the range of options to serve their community by the end of year 2024 (intermediate).
- Provide a comprehensive, structured, inclusive process that results in implementable and fundable solutions by the end of year 2024 (intermediate).
- Engage technical assistance capabilities of FEMA and across the interagency in support of community resilience strategy, solutions, and capability development by the end of year 2023 (short-term).

RSF Recovery Strategy and Support Actions

- Support for developing internal processes to support survivor needs and leverage available talent by the end of year 2023 (short-term).
 - Develop and implement community-level response and recovery preparedness activities for priority communities that face particularly high-risk during disasters. Work with community leaders and community-based organizations to establish community-specific approaches for checking on people with access

and functional needs.

Coordinating Agency: SEMA

Supporting Partners: State, FEMA, HSS

- Plan to assure equitable recovery in vulnerable communities through support and developing framework for coordination among SLTTs, philanthropic, nonprofits, and long-term recovery groups and stakeholders by the end of year 2025 (*intermediate*).
 - Develop and implement disaster resilience. This action includes investing into programs such as workforce development, microfinance, education that address long-term stressors, as well as the improvement of essential services; and developing resilience building events for community residents and local businesses, including fostering connections among governmental agencies, community groups, and NGOs.

Coordinating Agency: SEMA

Supporting Partners: State, FEMA, EDA

- Work to align CEDS and Hazard Mitigation plans by the end of year 2027 (*long-term*), according to the [CEDS and Hazard Mitigation Plan Alignment Guide](#). This guide shows how economic development and hazard mitigation planning can support each other. It builds on EDA's requirement for a CEDS to consider economic resilience.
 - Identify the agency or agencies preparing the CEDS and hazard mitigation plan and align planning activities and goals.
 - Identify and, if possible, set up a similar cycle for the two processes.
 - Combine members of CEDS and hazard mitigation plan groups and share topics.
 - Align other related plans or planning processes (e.g., comprehensive plans and climate adaptation plans).

Coordinating Agency: SEMA

Supporting Partners: State, FEMA, EDA, county/local governments, East-West Gateway Council of Governments

- Integrate land use planning and hazard mitigation by the end of year 2030 (*long-term*). Communities that adopt networks of plans and integrate mitigation in local plans can significantly affect future vulnerability¹.
 - Strengthen hazard mitigation assessment, monitoring, and evaluation capabilities to promote the incorporation of risk reduction in all planning and design decisions. This action includes enhancing GIS capabilities to generate hazard maps for each municipality to inform zoning decisions and improve municipal hazard mitigation planning capacity.

¹ [Microsoft PowerPoint - Class 6 #2 Plan Integration for Resilience Masterson \(tamu.edu\)](#)

- St. Louis County is currently bidding a 2050 Comprehensive Plan and could recommend a planning integration analysis for this effort.
- Any planning efforts should utilize the POETE analysis:
 - Planning
 - Organization
 - Equipment
 - Training
 - Exercise

Coordinating Agency: SEMA

Supporting Partners: State, FEMA, county/local governments, East-West Gateway Council of Governments

- Engage with FEMA and the Mitigation Framework Leadership Group's (MitFLG's) Place-Based Task Force to identify disadvantaged communities that present opportunity to assist with development of place-based resilience strategies and solutions by the end of year 2025 ([intermediate](#)).

Engage a community level Place-Based Technical Assistance (PBTA) project sponsor, which may be an organization, association, or a local government to evaluate resilience needs and develop a scope of support.

- Utilize Place-Based Technical Assistance
- Develop resilience needs assessments
- Develop resilience strategies or plans – comprehensive or need/issue focused
- Utilize facilitated outreach, community engagement and issue resolution to build community ownership and buy-in for resilience actions
- Develop defined solutions, actions, and projects
- Form or expand partnerships, community organizations, and improved social capital
- Identify and secure specific technical assistance to further develop specific projects
- Identify capacity building steps and resources

Coordinating Agency: SEMA

Supporting Partners: FEMA, HUD, EDA, HSS

- Support collaboration to educate on debris-removal issues in unincorporated St. Louis County by the end of year 2025 ([intermediate](#)).
 - The local level of government is responsible for developing a debris removal plan, selecting a debris manager, and a debris management staff. Each local

government's organizational structure will look different, but it should follow the Incident Command System (ICS) for flexibility during various events.

- Various departments and agencies have roles in disaster debris removal. Identifying what local department will be responsible for each part of debris collection and what debris collection priorities are will save time and repeated effort during recovery.
- Formulate a Debris Collection Strategy which includes creating a collection removal priorities list, determining the roles and responsibilities of various departments, creating a recycling strategy for all hazards debris and determining the collection method.
- To best respond to disaster events, you may utilize standby contracts that are pre-awarded and ready for implementation or a pre-drafted contract that is ready for advertising and awarding.
- Through competitive bidding, identify criteria for responding time, scope of response, and the performance period. The scope of work must be well defined, and each task specifically addressed.
- Debris on private property is the legal responsibility of the owner, Local government may need to enter the private property to remove debris considered to be an immediate threat to the lives, health, and safety of its residents.
- Mutual Aid Agreements between communities provide for the sharing of labor, equipment, and resources during an emergency. Given the current economic and social climate, it is simply unrealistic to assume that a single community has all the resources required to cope with all emergencies it may face.

Coordinating Agency: SEMA

Supporting Partners: FEMA, County and Local Governments, EPA, MODNR

2.1 Economic RSF

2.1.1 Issue / Challenge: Small Businesses

- The Economic RSF has had several challenges with obtaining local data from businesses. Many businesses have not reported or been in contact with public officials or county/municipal governments. Data is limited on the businesses impacted by the July floods and a survey is necessary to provide an accurate assessment. The St. Louis Federal Reserve Board documented at least 130 contacts. Economic RSF continues to conduct outreach, meetings, and gather data and research.
- When the business survey has been returned from local businesses, needs and gaps related to the disaster will be better realized. The Economic RSF is in the process of preparing GIS mapping to illustrate areas of need, resilience factors.
- The US Small Business Administration (SBA) made disaster loans to businesses and individuals. As of 12/19/22, there 689 applications for businesses received and 95 loans approved totaling \$6,186,800 for direct damages. One of the challenges that SBA noted in disasters is that once an impacted business is identified and a determination is made that the business is not eligible for SBA assistance, there should be a process to identify other resources available to the business

RSF Objectives

- One of the needs to assist small businesses is to study what other creative financing may be in the region through discussions with area planning organizations, Community Development Finance Institutions (CDFI), foundations and others. Types of financing might include bridge loans, forgivable loans, revolving loan funds, micro loans, or emergency grants. Technical assistance may also be needed to help businesses with loan applications and updates to their business plans to cope with the losses of local markets, internal contingency, and continuity plans, rising costs of insurance, equipment, and inventory replacements. RSF will research options, observable achievement and contribute to the attainment of Outcomes.
- The Economic RSF proposes to develop a resource guide for businesses. Time frame: 2 months.

RSF Recovery Strategy and Support Actions

- The Economic RSF will partner with relevant federal and state agencies to identify potential funding opportunities and available technical support (E.g. EDA lead with DHHS, SBA, MO DED, SEMA). Time frame: 3 to 6 months.

- Recovery from the disaster is in early stages. Many small businesses likely will need technical assistance and case management. Without this help, small businesses that were either impacted directly or who have indirect or secondary impacts of multiplier effects may relocate out of the region or close permanently.
- A survey will be conducted of local businesses through the Economic RSF partners.

Recommended Next Steps

Lead agency: EDA

Primary Supporting: DHHS, USDA, SBA, Missouri Department of Economic Development, SEMA

Action 1: Identify local organizations such as chambers of commerce or economic development organizations to conduct a comprehensive business survey of area businesses to identify locations, industries, and specific needs of small businesses. The Economic RSF could provide technical assistance but will focus on the discernment of creation of an Economic Development District covering the entire region. There are capacity and training issues for local governments in the region.

Action 2: Partner with local organizations such as the University of Missouri Extension, regional and local chambers of commerce, and workforce development boards for outreach workshop(s).

Action 3: Collect survey data from businesses and identify potential resources and options available. Compile a guide for technical assistance for small businesses.

- Anticipated result or impact

These activities will better allow the Economic RSF to create recommendations for recovery programs for and financing small business. It will illustrate the need for future training needs and workshops to assist business and help regain business confidence in the area for future development and resiliency.

2.1.2 Issue / Challenge: Communities and Rebuilding

- As communities rebuild and recognize the risks of repeat flooding, businesses will wonder if it is worth reinvesting in the same locations. To feel confident and qualify for insurance, there must be mitigating infrastructure in place to protect the areas that flooded. While the focus will be on safe and affordable housing and

infrastructure, there should also be consideration for the safety of business locations to help ensure that there are job opportunities with reasonable commuting distance.

- Regional cooperation in planning. There is a need for better coordination with all available partners in recovery and resiliency initiatives. Without such cooperation, it may be difficult to build the needed capacity to support businesses, both technically and financially.

RSF Objectives

- No objective provided

RSF Recovery Strategy and Support Actions

- No strategy provided; actions included

Recommended next steps

Lead agency: EDA

Primary Supporting: MoDOT, EPA, USDA, SBA, Missouri Department of Economic Development, East West Gateway, County and local governments

Action 1: The Economic RSF will meet with local economic partners to consider a coordinating entity to lead disaster and recovery planning support or establish an Economic Development District.

Action 2: Economic RSF recommends updates to Comprehensive Economic Development Strategies (CEDS) that are synchronized with Hazard Mitigation Plans (HMP) as a best practice in planning.

Action 3: Economic RSF will host capacity building workshop(s) to address needs and develop a resource for application assistance, training, capacity building, and review of financing tools such as revolving loan funds, bridge loans, emergency grants, EDA grant funding, and other federal/state funding categories for communities and support for employment of dislocated workers to help communities in the region.

- Anticipated result or impact

These activities will better allow the Economic RSF to create recommendations for recovery programs and capacity needs for communities. It will illustrate the need for future training and workshops to assist local communities and look for

ways to fund projects to reduce the likelihood of repeat flooding through mitigation in affected areas.

2.1.3 Issue / Challenge: Transportation

- Interstate 70 is a major transportation route across the United States. Disruption to this route interferes with interstate commerce and supply chains when there is a flood event. This action creates hardships for manufacturers, retailers, and communities.
- Regional cooperation in planning and developing mitigation projects, as well as coordination with all available partners such as the US Army Corps of Engineers, Missouri Department of Transportation (MoDOT), and local communities. Developing mitigation initiatives will be a factor in preventing future flooding events to alleviate delays or road closures and broken supply chain issues to the economy going forward. Without such cooperation, it will be difficult to build the needed capacity and assurance of a supportive investment climate.
- The floods that ravaged the region not only caused destruction to homes and small businesses in an area that already has high poverty, but many people also lost their primary transportation due to flooded roads, vehicles, and public transit stations (such as the Metro). Public transportation routes were affected as Metro Transit announced that their MetroBus, MetroLink, and Metro Call-A-Ride were all affected by flooded stations, roads, and damage to tracks. One train was also damaged in floodwaters.
- Disasters affect worker productivity as families must deal with housing issues, childcare, personal financial hardships, and mental health issues. Small businesses that lost significant income and inventory may need to reduce staffing if they cannot afford payrolls. This creates a level of uncertainty which affects jobs, prospects for employment and the local economies. People may leave the region due to housing and job uncertainty which will affect the tax base.

RSF Objectives

- No objectives provided

RSF Recovery Strategy and Support Actions

- No strategy provided

Recommended Next Steps

Lead agency: EDA

Primary Supporting: EDA, MoDOT, USDA, SBA, Missouri Department of Economic Development, East West Gateway, County and local governments.

Develop a list of potential mitigation projects and wraparound services such as childcare and essential transportation services for the workforce and residents. Consider federal and state funding sources.

Unemployment rate among people with disabilities is still high. Economic RSF will reach out to partners including Missouri Vocational Rehabilitation about unemployment issues for groups affected by the disaster.

Recommended Next Steps

EDA and its contractors will assist FEMA, FCO, FDRO, Missouri SEMA, and partner agencies on coordination of economic data. EDA field coordinator will oversee contractors work, liaison with EDA National Coordinator and state emergency management and federal partners on recovery efforts, additional strategies for future emergencies, and collaborate with local partners to develop recovery outcomes and objectives in the Recovery Support Strategy.

The impacted flood region urgently needs attention to the following:

- Identification of impacted small businesses through GIS mapping
- Conduct an assessment of area businesses. Survey each with support from workforce and economic development organizations to identify critical needs, gaps, and trends
- Identify technical assistance resources to small businesses
- Gather sources of financing and recovery assistance. Prepare for potential workshops or webinars to make information readily available to small businesses and support organizations operating in the region, such as chambers of commerce, industry associations, CDFIs, foundations and economic development organizations
- Recommend Regional Planning for urgent mitigation projects to avoid repeat flooding.
- Identify wraparound services needed for the workforce such as childcare and transportation in areas where there are gaps and critical needs. Identify funding opportunities to defray initial costs to local governments.

- Coordinate with local governments and economic development organizations to create a guide for available resources, points of contact for recovery needs.
- Consider disaster status for the area for additional funding options for needs in communities. Identify capacity, issues, and opportunities.
- Host capacity building training/workshop(s) as needed.

3.1 Health and Social Services

3.1.1 Behavioral Health: Behavioral Health Staff, Public Service Workers, and First Receivers

Issue / Need 1: Behavioral Health Delivery Staffing Shortages and Long-term Recovery Behavioral Health Impacts to Public Service Workers, First Receivers, and Volunteers

- The July 2022 flooding highlighted that disaster response burn-out is an ongoing issue for behavioral health staff, public service workers, first receivers, and volunteers delivering services. This is only exacerbated by compounding events including COVID-19 and the increased frequency of response to multiple public health emergencies, natural disasters, and human-made emergencies– resulting in a decrease in staffing on an already overburdened system. This has impacted the ability of existing behavioral health staff to meet an increased need for services. Additionally, there is a lack of funding for hiring and retaining behavioral health positions to meet the identified need.

RSF Objectives

- The HSS RSF Team will continue to conduct listening sessions with St. Charles County, St. Louis County, and the City of St. Louis LPHA's and local providers involved with behavioral health service delivery to validate staffing shortage needs within the behavioral health profession, as well as to identify the gaps/needs and HSS system access barriers experienced by the communities they serve. Timeframe: Within 3 months.
- The HSS RSF Team will partner with relevant federal agencies across HHS to identify potential emerging funding opportunities and available technical support (E.g., ACL, CDC, and HRSA). Timeframe: Within 3-6 months.
- Facilitated by SEMA, the HSS RSF Team will meet with state leadership, the MO DMH, MO Division of Community and Public Health (DCPH) and local jurisdiction HSS leaders to discuss the strategies outlined in order to gather agreement and finalize a courses of action workplan to assist HSS recovery. Timeline: Within 3 months.
- The HSS RSF Team will partner with FEMA to review and evaluate the RSD strategies and courses of action desired by MO state/local HSS leaders and

finalize a courses of action workplan and other agreements. Timeline: Within 3 months.

RSF Recovery Strategy and Support Actions

- *Potential Strategies and Actions for the state and local jurisdiction behavioral health agencies and programs if they identify the issue to be addressed with HSS RSF Team COAs (Outcomes and Objectives).*
- ***Strategy: Deliver operational correction, program tools, and policy technical assistance to state and local behavioral health agencies to increase workforce development and retention.***

Action 1: Work with federal, state, and local partners to deliver policy technical assistance that advances worker physical and emotional health, safety, and wellbeing.

Action 2: Work with federal, state, and local partners to assist them in developing and adopting horizontal, shared leadership strategies that foster trust and empowers workers.

Action 3: Work with federal, state, and local partners to develop and nurture local talent for key, hard to fill professional positions.

- Collaborate with local community colleges, and nearby Missouri public universities to expand or tailor certificate, degree, transfer program, and distance learning offerings to best match local needs.
- Collaborate with local schools to identify opportunities for developing school to work pipeline programs.
- Develop internship opportunities for students and show case advantages for working in their local communities.
- Consider developing work to school opportunities for current employees to complete license or certification requirements for crucial professional positions.
- Investigate transportation assistance, work/school flexibilities, tuition subsidies, and student loan repayment opportunities for workers.
- Develop a mentoring program that matches agency career professionals with newer employees to develop paths for succession.

Action 4: Work with federal, state, and local partners to assist them in developing and adopting models for utilizing current staff and the community health worker (CHW)/ paraprofessional model. Provide training and technical assistance for implementation of the model with other HHS federal partners.

- When possible, shift job responsibilities into paraprofessional positions like CHW.
- Train and capitalize on local candidate connections within their community and create new career paths for many working in lower socioeconomic occupations.
- When possible, expand duties and responsibilities for staff that are still in training and working towards licensure, registration, or certification. Provide training and technical assistance on various education, social services, and public, behavioral, and environmental health subject matter to train paraprofessionals.
- Broker consultations with state and federal subject matter experts (SME) to determine relevant programmatic rules, policies, and flexibilities.
- When possible, address barriers to broader provision of disaster behavioral health work amongst paraprofessionals.

3.1.2 Behavioral Health: Serving the unmet behavioral health needs of the community throughout recovery

Issue / Need 1: The July 2022 flooding highlighted a lack of citizen knowledge of behavioral health resources available, behavioral health needs stigmatization, and challenges with accessing tele-behavioral health services.

- There are challenges in access to behavioral health specialists and there is a significant delay for people to receive timely appointments. Some resources are already available in the community; however, the community at large may not know where to find behavioral health resources. Some individuals in the community don't seek help for their behavioral health needs during response and recovery efforts due to the stigma that it carries.
- While there is a lack of access to infrastructure (E.g., broadband and highspeed coverage) prior to a disaster, the July 2022 flooding exacerbated the issue and while there was more of an increased need for tele-services, the infrastructure was not in place to meet the greater demand. Populations experiencing systemic inequities may face unique barriers in accessing behavioral health specialists

Issue / Need 2: Behavioral health service providers and agencies may not know or have the capacity to apply for competitive grants to meet the increased behavioral

health needs of a community during disaster recovery efforts – including building infrastructure for individuals to access telehealth and telepsychiatry.

Issue / Need 3: Due to the flooding MO DMH submitted for the Crisis Counseling Program (CCP) grant to help fill the behavioral health need gap; however, the CCP and DRC timing does not line up to allow for effective coordination to provide services.

- The CCP is not awarded/implemented at the same time that the Disaster Recovery Center's (DRCs) open - and then the DRCs close before the CCP ends which makes it more difficult to find and provide behavioral health services to those individuals in need.
- DRCs were open from August 2022 – November 2022.
- The first CCP grant for was awarded in October 2022 by FEMA and SAMSHA for community outreach and hiring. The second CCP grant was awarded in November 2022 for delivery of Crisis Counseling.
- Due to this misalignment, CCP staff are now engaging in canvassing and other on the ground techniques for outreach; however, they are able to reach an increased number of individuals in the community when the DRCs were open.
- The more immediate delivery of services in the DRC may decrease stigma in accessing care for behavioral health services, increase awareness of the CCP, increase contact with underserved communities, and decrease re-traumatization of survivors. The November 2022 school shooting in St. Louis further impaired the ability for the behavioral health providers to meet the needs of the flooding survivors and overlapping disaster behavioral health needs.
- Systems in place currently focus on addressing one disaster recovery operation at a time, while survivors are experiencing the impacts of multiple disaster events simultaneously.

RSF Objectives

- The HSS RSF Team will continue to conduct listening sessions with St. Charles County, St. Louis County, and the City of St. Louis LPHA's and local providers involved with behavioral health service delivery to validate staffing shortage needs within the behavioral health profession, as well as to identify the gaps/needs and HSS system access barriers experienced by the communities they serve. Timeframe: Within 3 months.
- The HSS RSF Team will partner with relevant federal agencies across HHS to identify potential emerging funding opportunities and available technical support (E.g., HRSA, ACL, and CDC). Timeframe: Within 3-6 months.

- Facilitated by SEMA, the HSS RSF Team will meet with state leadership, the MO DMH, MO Division of Community and Public Health (DCPH) and local jurisdiction HSS leaders to discuss the strategies outlined in order to gather agreement and finalize a courses of action workplan to assist HSS recovery. Timeline: Within 3 months.
- The HSS RSF Team will partner with FEMA to review and evaluate the RSD strategies and courses of action desired by MO state/local HSS leaders and finalize a courses of action workplan and other agreements. Timeline: Within 3 months.

RSF Recovery Strategy and Support Actions

- *Potential Strategies and Actions for the state and local jurisdiction behavioral health agencies and programs if they identify the issue to be addressed with HSS RSF Team COAs (Outcomes and Objectives).*
- ***Strategy: Deliver operational correction, program tools, and policy technical assistance for state and local behavioral health agencies to increase the ability to increase the ability to respond to disaster survivors in a timely manner, decrease stigma in accessing care for behavioral health services, decrease re-traumatization of survivors, and increase the reach to underserved communities.***

Action 1: Work with federal, state, and local partners to deliver peer-to-peer learning opportunities to advance program operations and finding potential funding sources for building state-led and locally led Disaster Behavioral Health Strike Teams and utilizing CHWs and other community partners in meeting communities' disaster behavioral health needs.

Action 2: Work with federal, state, and local partners to deliver trainings and train-the-trainer workshops focused on Skills for Psychological Recovery or Psychological First Aid (or similar trainings as determined by the state and local jurisdictions).

Action 3: Work with federal, state, and local partners to deliver targeted assessment products, and tools to assist in filling unmet community behavioral health needs and gaps.

- Conduct an environmental scan of the specific areas (e.g., zip code or municipalities) via quantitative data from CCP providers and additional

community meetings that may still need touch points for behavioral health services.

- Identify models of state-led and locally led Disaster Behavioral Health Strike Teams for the state and local jurisdictions to develop their own Disaster Behavioral Health Strike Teams and provide additional manpower during disaster response and recovery efforts through:
 - deliver consultation and technical assistance on disaster behavioral health.
 - peer-to-peer trainings, workshops, and technical assistance for strike team models; and
 - deliver Psychological First Aid (PFA), Skills for Psychological Recovery (SPR), and/or other training opportunities to CHW's, schools, faith-based organizations, etc. to build community capacity in disaster behavioral health

Action 4: Work with federal, state, and local partners to broker conversations, provide technical assistance, and identify models with the ASPR Medical Reserve Corps (MRC) program and identify nationally how MRC may be leveraged to help fill the behavioral health gap.

Action 5: Work with federal, state, and local partners to deliver public service announcements and media campaign products and events.

- **Morale Boosting Event for Children & Families:** Host an anniversary recognition event and provide activities to increase the mental and emotional condition of children, families, and community members in the flood-affected areas. (Note: This activity would require coordination across RSFs, the federal interagency, and state/local partners.)
- Provide toolkits, templates, and technical assistance to assist state and local jurisdictions with media campaigns, hotline flyers, and outreach materials to citizens for recovery services and activities, in particular for hard to reach and underserved communities, to increase individual resiliency and reduce stigma for behavioral health needs.

Action 6: Work with federal, state, and local partners to deliver tool kits, and technical assistance to build a pathway into wrap around services between disciplines.

- Assist federal, state, and local jurisdiction partners in developing a plan to set up DRCs at FQHC locations to allow for one stop for behavioral health and wraparound services.

- Host a multi-agency cross-discipline forum to get initial information and conduct an environmental scan to bring partners together.
- Identify current practices that can be leveraged and built upon for increase cross-agency/sector cooperation (e.g., United Way/Unite Us and New City Project initiative in St. Louis).
- Support the state and local jurisdictions in providing technical assistance, trainings, and toolkits for training agencies to use the Unite US (United Way) system.

3.1.3 Public & Environmental Health: Mold, Workforce Development, Public Health Response Activities, and Addressing Inequities in Public Health

Issue / Need 1: Due to the flooding there was molding in residences and community spaces that may impact the physical health and safety of individuals as well as sanitation, waste, and hazardous material contaminants. There is also a concern for long lasting health and environmental effects.

Residences and the Community:

- Flood water can make the air in homes unhealthy. Mold can grow on wood, drywall, carpet, and furniture if they remain wet for more than 24 hours. Flood water can also contain bacteria, chemicals or other hazards which may affect one's health. Mold from the flooding may impact the physical health and safety of individuals and more predominately those from the following cross-cutting principles: Integration of access and functional needs; Needs of children, youth, older adults, and families; Equity: race, ethnicity, gender, and sexual orientation.
- People with certain health conditions may be at risk of a lung infection or other infections from inhaling certain types of molds and lack of access to appropriate healthcare and/or transportation to healthcare facilities may exacerbate long-term physical health conditions. Income is a driving force behind the striking health disparities that many minorities experience. Higher rates of disease among low-income Americans are accompanied by higher rates of risk factors. Lower-income children experience higher rates of asthma.
- Mold can trigger asthma symptoms for both individuals with known allergies and people who do not have allergies. Studies indicate that exposure to molds in the workplace can make pre-existing asthma worse.
- Lower-income older adults and people with disabilities may not have the resources to effectively clean the mold from their homes and increases their chances for negative environmental health impacts.

First Responders:

- Long-term exposure to flood waters and mold may disproportionately affect emergency response workers in the field. During flood events different types of substances are dragged by water into other spaces polluting water. Polluted waters may carry toxic substances, microbial agents, allergens, and chemicals that can leave residues in indoor structures affecting human health through inhalation or dermal contact.
- The presence of these types of contaminants is higher in flooded buildings increasing the risk of exposure by inhalation as a result of aerosolization or other processes. Workers doing activities in indoor environments or involved in cleaning up activities after flooding are particularly at a high risk of exposure and should take precautions to limit their exposure.

Issue / Need 2: Public Health Service Staffing Shortages – Workforce Development & Retainment

- The July 2022 flooding highlighted that disaster response burn-out is an ongoing issue into recovery, not only identified immediately post-flood, but also as other disaster events unfolded– most recently COVID-19- which led to a decrease in staffing on an already overburdened system. This has impacted the ability of existing public health staff to meet an increased need for services. Additionally, there is a lack of funding for positions within public health to meet the identified program needs. Collectively, indicating a need for innovative staff hiring and retention strategies.

Issue / Need 3: During the July 2022 flooding Public and environmental health was overwhelmed with response tasks and were disproportionately depended upon during the disaster response

- During the July 2022 flooding response Public and environmental health were already challenged by staffing shortages; response and recovery activities for COVID-19; and other increasing public health emergency challenges (E.g., Monkeypox, RSV, etc.). While agencies and programs were already challenged prior to the flooding, some staff were pulled to engage in the flooding response and the EOC. They were disproportionately depended upon for response activities.

Issue / Need 4: There was an initial lack of coordination across local jurisdictions and a need for increased cross-jurisdictional planning, preparedness, response, and recovery activities

- During the July 2022 flooding there were multiple incident commands in each jurisdiction that weren't coordinated so resources went to St. Louis County, but not the City of St. Louis and vice versa. The communities were fragmented during the disaster. There was some communication between EOCs but planning for cross-jurisdictional coordination is needed. For long-term sustainability, funding that is equal across health departments would support equitable response and long-term recovery efforts.

Issue / Need 5: During the flooding and the response activities, there was limited information of activities received by vulnerable communities.

- During the July 2022 flooding there was a gap in communication regarding public health and response information dissemination and there is a need to bolster communications with hard to reach and underserved populations during recovery activities and for future disaster response.

Issue / Need 6: The flooding highlighted Public Health inequities

- The July 2022 flooding highlighted inequities in addressing public health needs, physical health outcomes, and disease burdened communities. Preexisting levels of disinvestment in public health in vulnerable communities impacted flood response and into recovery. There is a lack of funding streams and the budgets across the affected jurisdictions vary widely. Due to the separation of St. Louis County and St. Louis City, the city receives less funding due to its smaller size; however, St. Louis City has the increased need to serve those vulnerable communities.
- The impacted jurisdictions have been facing increased urban flooding concerns, which occurs when stormwater exceeds the capacity of a city's infrastructure to drain it, either by carrying it away in pipes and tunnels or allowing it to infiltrate into the soil or ground. Due to urban environmental having increased impervious surfaces (E.g., roads, parking lots, roofs, etc.), there is an increase of stormwater runoff and reducing groundwater recharge. The result is more frequent flooding,
- Certain populations in urban environments experience flooding more frequently, or the effects hit harder. The reasons extend beyond challenges surrounding the technical complexity or governance of managing stormwater. Historical development practices placed low-income people and communities of color in

flood-prone areas. Infrastructure in economically distressed communities is often in worse conditions and poverty intersects with flood vulnerability. Additionally, several other social and environmental factors can affect a person's ability to prepare for, respond to, or recover from a flooding event.

- Inequities occur predominately in the following cross-cutting principles: Integration of access and functional needs; Needs of children, youth, older adults, and families; Equity: race, ethnicity, gender, and sexual orientation. The 2022 July flooding exacerbated the effects of unchecked health disparities and fragile public health systems.

RSF Objectives

- The HSS RSF Team will continue to conduct listening sessions with St. Charles County, St. Louis County, and the City of St. Louis LPHA's and CCP providers to validate the specific sticking points for filling the unmet behavioral health needs during disaster response and recovery from the flooding as well as to identify the barriers of the community to access to services to behavioral health services. Timeframe: Within 3 months.
- The HSS RSF Team will partner with relevant federal agencies to identify potential funding opportunities and programmatic activities (e.g., ACF, ACL, CDC, EPA, HRSA, and SAMSHA). Timeframe: Within 3-6 months.
- Facilitated by SEMA, the HSS RSF Team will meet with state leadership, the MO DMH, MO Division of Community and Public Health (DCPH) and local jurisdiction HSS leaders to discuss the strategies outlined in order to gather agreement and finalize a courses of action workplan to assist HSS recovery. Timeline: Within 3 months.
- The HSS RSF Team will partner with FEMA to review and evaluate the RSD strategies and courses of action desired by MO state/local HSS leaders and finalize a courses of action workplan and other agreements. Timeline: Within 3 months.

RSF Recovery Strategy and Support Actions

- *Potential Strategies and Actions for the state and local jurisdiction behavioral health agencies and programs if they identify the issue to be addressed with HSS RSF Team COAs (Outcomes and Objectives).*
- ***Issue 1, 3, 5, and 6 – Strategy: Conduct a community environmental health rapid needs assessment that provides household-level information to public health leaders and emergency managers.***

Action 1: Federal partners to conduct and deliver a community environmental health assessment for public and environmental health and emergency managers that can be used to initiate public and environmental health action, identify information gaps; facilitate disaster response and recovery planning and activities; allocate resources, and assess new or changing needs in the community.

Action 2: Utilizing a delivered community environmental health assessment local jurisdictions partner together to convene local subject matter experts to discuss possibilities for cross-jurisdictional research and planning projects and identify potential funding streams to address gaps as well as facilitate disaster planning, response, and recovery activities –with a focus on community health inequities

- Consult with academic institutions and state and federal agencies to partner and identify high interest environmental projects.

- ***Issues 1, 4, 5, and 6 – Strategy: Federal partners deliver toolkits, training opportunities, and templates for state and local jurisdictions.***

Action 1: Federal partners deliver public and environmental health flooding information templates; public outreach trainings and media campaign toolkits; and fact sheets for addressing disaster recovery and future response activities.

Action 2: Federal partners research and deliver public and environmental health disaster recovery planning toolkits and resources to include:

- brokering consultations with state and federal subject matter experts to work with local public and environmental health officials on long-term recovery planning.
- a public and environmental health long-term recovery plan (local and multi-jurisdictional)
- standard operating procedures with expected field tasks, template operation guides, and Just in Time (JIT) training products for public and environmental health staff with limited field experience; and
- press release templates to assist the public information officer (fact sheets should also be readily available).

Action 3: Utilizing federally delivered toolkits, training opportunities, templates for state and local jurisdictions, and/or other evidence-based best practices and leveraging the St. Louis Area Regional Response System (STARRS) – MO DCPH and local jurisdictions bring together a small group of multi-jurisdictional staff across agencies of local LPHAs.

- Carefully identify group membership to include representation across disciplines and representation from those individuals who are identified in the cross-cutting principles.
 - evaluate current response and long-term recovery activities.
 - engage in multi-jurisdiction planning alongside public and environmental health for long-term recovery activities; and
 - codify mutual aid and staff diversion in times of national, state, and significant regional disasters as part of their disaster long-term recovery planning.
- ***Issue 2 and 3 – Strategy: Develop a regionally led and state and federally supported Public Health Workforce Collaborative.***

Action 1: Conduct an environmental scan and deliver an assessment of the current public and environmental health workforce data and career pathways available regionally.

Action 2: Work with federal, state, and local partners to develop and nurture local talent for key, hard to fill professional positions.

- Collaborate with local community colleges, and nearby Missouri public universities to expand or tailor certificate, degree, transfer program, and distance learning offerings to best match local needs.
- Collaborate with local schools to identify opportunities for developing school to work pipeline programs.
- Develop internship opportunities for students and show case advantages for working in their local communities.
- Consider developing work to school opportunities for current employees to complete license or certification requirements for crucial professional positions.
- Investigate transportation assistance, work/school flexibilities, tuition subsidies, and student loan repayment opportunities for workers.
- Develop a mentoring program that matches agency career professionals with newer employees to develop paths for succession.

Action 3: Supported by state and federal partners, develop a regional LPHAs partnership of organizations providing structure and support for the field of public health through coordination and collaboration across partners leading workforce initiatives. Proactively explore:

- Collecting and monitoring public health workforce data

- Strengthening public health workforce system alignment and coordination
 - Improving public health communication strategies
 - Developing and enhancing training and career pathways, in particular for CHWs
 - Cultivating effective recruitment and retention strategies
 - Implementing policy and organizational structures for a future workforce with a health equity-based lens
- ***Issue 6 – Strategy: Develop equitable approaches to mitigate, respond to, and recover from urban flooding.***

Action 1: Work with federal, state, and local jurisdiction partners to identify innovative practices and projects that bolster community recovery from the July 2022 flooding as well as meet intersectional public and environmental health needs of the impacted communities.

- Identify models and facilitate peer-to-peer learning opportunities to begin identifying possible nature-based and open space/outdoor community space solutions to build resilience to flooding events

Action 2: Work with federal, state, and local jurisdiction partners to conduct an environmental scan and deliver an assessment of flooding risks, assets, and overall community vulnerabilities to flooding in the impacted jurisdictions – for public and environmental health and emergency managers that can be used to initiate public and environmental health action, identify information gaps; facilitate disaster response and recovery planning and activities; allocate resources, and assess new or changing needs in the community.

- Collecting climate and water data that is overlaid with data on socio-economic disparities within a service area.
- Work alongside high-risk communities to better inform health impacts post-flooding

Action 3: Federal partners deliver models and peer-to-peer learning opportunities for best practices in developing equitable approaches and public outreach media campaign toolkits.

Action 4: Supported by state and federal partners, develop policies and practices that commit to ongoing and meaningful community engagement in flooding recovery and resilience planning. Proactively explore:

- Host information exchange public health/community forums to discuss population health concerns post flooding and an understanding of external factors, such as affordability concerns, that affect their ability to prepare, cope with, and recover from disasters.
- Engage with community leaders to serve on advisory committees to help define the issues and co-develop goals, visions, and principles to guide planning processes.

3.1.4 Healthcare: Improved delivery of healthcare services for disaster survivors throughout recovery.

Issue / Need 1: The July 2022 flood highlighted gaps in displaced survivor access to primary and specialty health care services and telemedicine

- Access to specialty health care is a challenge across the 3 jurisdictions receiving displaced disaster survivors due to a lack of providers practicing in those rural areas, supporting a need for facilities to implement tele-medicine programs.
- Access to other tele-medicine services (E.g., primary care, behavioral, etc.) have additional challenges due to 1. A gap in survivor education in utilizing tele-medicine technology, and 2. Homeless disaster survivors having no access to the internet or cell phones.

Issue / Need 2: The July 2022 flood highlighted infrastructure issues impacting tele-medicine services.

- Infrastructure gaps predate the 2022 flood (E.g., broadband and highspeed coverage), therefore the increased need for post-flood tele-medicine services for displaced survivors may not meet the current demand throughout recovery.

*** Health disparities-challenged communities with populations experiencing systemic inequities can face additional flood-exacerbated barriers to access.

*** Infrastructure gaps further accelerate population health challenges, as 9-1-1 is not accessible throughout MO and 2-1-1 is even more limited.

RSF Objectives

- The HSS RSF Team will continue to conduct listening sessions with the regional Healthcare Coalition (HCC) – St. Louis Area Regional Response System (STARRS); MO Primary Care Association (PCA); St. Charles County, St. Louis County, and the

City of St. Louis LPHA's; and local providers involved with behavioral health service delivery to validate the gaps/needs for primary care service delivery, access to healthcare specialists, and access to tele-medicine (including to identify the gaps/needs and HSS system access barriers experienced by the communities they serve). Timeframe: Within 3 months.

- The HSS RSF Team will partner with relevant federal agencies across HHS to identify potential emerging funding opportunities and available technical support (E.g., ACL, CDC, and HRSA). Timeframe: Within 3-6 months.
- Facilitated by SEMA, the HSS RSF Team will meet with state leadership, MO Division of Community and Public Health (DCPH), MO Department of Health and Senior Services (DHSS), MO DMH, STARRS, PCA, and local jurisdiction HSS leaders (as needed) to discuss the strategies outlined in order to gather agreement and finalize a courses of action workplan to assist HSS recovery. Timeline: Within 3 months.
- The HSS RSF Team will partner with FEMA to review and evaluate the RSD strategies and courses of action desired by MO state/local HSS leaders and finalize a courses of action workplan and other agreements. Timeline: Within 3 months.

RSF Recovery Strategy and Support Actions

- *Potential Strategies and Actions for the state and local jurisdiction behavioral health agencies and programs if they identify the issue to be addressed with HSS RSF Team COAs (Outcomes and Objectives).*
- *Strategy: Deliver operational corrections, program tools, and policy technical assistance to state and local healthcare systems to increase their ability to respond to the healthcare and specialty needs of disaster survivors in a timely manner, increase reach to underserved communities, and decrease re-traumatization of survivors.*

Action 1: Conduct an environmental scan and deliver an assessment of the current healthcare delivery utilization landscape including tele-medicine use and gaps

Action 2: Support the Healthcare Coalition (HCC) in long-term recovery through potential grant brokering, and finding/sharing promising practices, including development or expansion of facility-based tele-medicine programs

Action 3: Utilizing the delivered healthcare and tele-medicine assessment, partner with the Community Assistance RSF to develop a local Community Assistance Workgroup to formalize infrastructure solutions

Steps for the workgroup could include:

- Brokering consultations with state and federal subject matter experts to assist healthcare entities, behavioral health providers, schools, and other organizations in technical expertise to develop broadband systems.
- Prioritize broadband and technology needs; and
- Research and align grant funding, innovation-based promising practices for primary care service delivery and healthcare specialty services in a recovery environment across the 3 jurisdictions, including tele-medicine services.

Action 4: Deliver trainings to build the capacity of CHWs to provide technical assistance to individuals and communities in need of technology education for both accessing tele-medicine and utilizing technology to receive disaster information during response and recovery activities to build resiliency and their ability to recover better following disaster events.

Action 5: Federal partners deliver tele-medicine information campaign templates, public information outreach trainings for use during response and recovery events, and community education toolkits and fact sheets for addressing:

- Availability of healthcare services (including tele-medicine);
- Health risks associated with mold and other flooding hazardous contaminants; and
- Public information for hard-to-reach populations.

4.1 Housing RSF

4.1.1 Issue: Need to create local/county/regional post-disaster housing plans

- Through planned and ad hoc Housing RSF stakeholder engagement meetings with housing response and recovery partners, the need for a post-disaster housing plan that documents resources available within the impacted communities became very clear. Having a post-disaster housing plan will increase community resilience by creating a framework to expedite response and recovery efforts after a disaster or catastrophic event.

RSF Objectives

- Create disaster housing task force to lead plan development.

RSF Recovery Strategy and Support Actions

Strategy 1.1 Create disaster housing task force to lead plan development.

Actions

1. Form a Disaster Housing Task Force to lead emergency management representatives, whole community partners, housing stakeholders and advocates in the development of a disaster housing plan.

Coordinating Agency: Regional, County, or Local Government

Supporting Agency: SEMA, MHDC, HUD, USDA, National Association of Realtors, Builders Associations, Manufactured Housing Association, Missouri Municipal League, Nongovernmental Organizations, Community Organizations Active in Disaster (COAD), Voluntary Organizations Active in Disaster (VOAD), and Community Action Agencies, local emergency managers, housing stakeholders and advocates, builders, and real estate associations

2. Create a Regional, County, or local disaster housing plan.

Coordinating Agency: Regional, County, or Local Government

Supporting Agency: SEMA, Missouri Disaster Housing Task Force (MDHTF), local Disaster Housing Task Force (DHTF) members, VOAD, COAD, nongovernmental partners, local emergency management agencies and partners, local housing stakeholders and advocates, and whole community partners

3. Identify disaster housing options for residents within their local community.

Coordinating Agency: Regional, County, or Local Government

Supporting Agency: SEMA, Missouri Disaster Housing Task Force (MDHTF), local Disaster Housing Task Force (DHTF) members, VOAD, COAD, nongovernmental partners, local emergency management agencies and partners, local housing stakeholders and advocates, and whole community partners

4. Identify sheltering resources that are appropriate for those with access and functional needs

Coordinating Agency: Regional, County, or Local Government

Supporting Agency: SEMA, Missouri Disaster Housing Task Force (MDHTF), local Disaster Housing Task Force (DHTF) members, VOAD, COAD, nongovernmental partners, local emergency management agencies and partners, local housing stakeholders and advocates, and whole community partners

5. Provide interim housing and supportive services to the impacted community

Coordinating Agency: Regional, County, or Local Government

Supporting Agency: SEMA, Missouri Disaster Housing Task Force (MDHTF), local Disaster Housing Task Force (DHTF) members, VOAD, COAD, nongovernmental partners, local emergency management agencies and partners, local housing stakeholders and advocates, and whole community partners.

6. Integrate disaster housing assistance with related community support services.

Coordinating Agency: Regional, County, or Local Government

Supporting Agency: SEMA, Missouri Disaster Housing Task Force (MDHTF), local Disaster Housing Task Force (DHTF) members, VOAD, COAD, nongovernmental partners, local emergency management agencies and partners, local housing stakeholders and advocates, and whole community partners

7. Conduct disaster housing exercises annually to provide housing partners with the opportunity to test the viability of the plan, improve collaboration and coordination, assess and validate capabilities, and identify capacity challenges, resource gaps and areas for improvement.

Coordinating Agency: Regional, County, or Local Government

Supporting Agency: SEMA, MSHTF, local DHTF members, VOAD, COAD, nongovernmental partners, local emergency management agencies and partners, local housing stakeholders and advocates, and whole community partners

4.1.2 **Issue:** Increased need for access to affordable, accessible rental housing options

- There are approximately 94,722 extremely low-income renter households in the St. Louis Metro Area. However, there are only 34,588 affordable rental homes; a deficit of -60,134. When considering the development or expansion of affordable, accessible rental housing options, demographic and housing information should be considered.
- According to the 2021 American Community Survey (ACS) between 18.4% (St. Charles Co.) and 55.9% (St. Louis City) of households in the impacted communities are renter occupied; between 17.2% (St. Charles Co.) and 39.4% (St. Louis City) of those households earn less than \$25,000 per year; and at least one person 55 or older resides in, at least, 30% of the households. Due to the affordability crisis, many extremely low-income households are forced to spend most of their income on rent. HUD defines “cost-burdened” as paying more than 30% of a household’s income for housing and “severe cost-burdened” as more than 50%. A minimum of

39.5% of renters within the impacted communities are cost-burdened, while a minimum of 17.4% are severely burdened.

RSF Objectives

- Increase the number of affordable and accessible housing options for low to moderate income households.

RSF Recovery Strategy and Support Actions

Strategy 2.1 Establish additional affordable housing programs and resources to assist low-income households.

Actions

1. Identify additional available resources that can be used to finance tenant based rental programs.

Coordinating Agency: State

Supporting Agency: HUD, USDA, PHAs

2. Leverage State Community Development Block Grant – Disaster Recovery (CDBG-DR), CDBG, and HOME funding options to build new housing.

Coordinating Agency: State

Supporting Agency: HUD

3. Determine the number of unused HUD housing choice vouchers in the impacted communities and assist families secure housing using those vouchers.

Coordinating Agency: State

Supporting Agency: HUD, PHAs

Strategy 2.2 Support rehabilitation and development of affordable, accessible housing for low income and persons with disabilities.

Actions

1. Continue using federal, state, and local funding sources to leverage private funding for housing development.

Coordinating Agency: State (MHDC)

Supporting Agency: HUD, USDA, Local Governments, Regional Planning Commissions, Faith-Based Organizations, Non-Profits

2. Coordinate with federal partners on existing affordable housing programs that could support the rehabilitation and development of affordable, accessible housing.

Coordinating Agency: State

Supporting Agency: HUD, EDA, USDA, FDIC, VA, SBA, MHDC

3. Provide housing counseling to homeowners working through issues with contractors and insurance companies.

Coordinating Agency: HUD approved housing counseling agencies

Supporting Agency: HUD

4. Leverage CDBG-DR, CDBG, Housing Trust Fund and HOME funding options to rehabilitate or construct new affordable housing.

Coordinating Agency: State

Supporting Agency: HUD

5. Continue to leverage HUD programs available to assist with rehab and new construction (Section 223(f), 203(k), and 203(h)).

Coordinating Agency: State

Supporting Agency: HUD

Strategy 2.3 Identify and convert underutilized, vacant industrial buildings to affordable housing.

Actions

1. Convert underutilized and vacant industrial buildings for residential use.

Coordinating Agency: County or local government

Supporting Agency: Local governments, local developers and builders, State, MHDC, HUD, USDA, Regional Planning

4.1.3 Issue: Need to increase homeowner flood insurance utilization rates

- Many housing providers identified homeowners having insufficient or no flood insurance coverage as a barrier impacting long term recovery and stability. According to the National Flood Insurance Program (NFIP), 90% of all natural disasters in the United States involve flooding. However, many households at risk of flooding do not have flood insurance. As a result, households impacted by flooding events are likely to face an economic gap when comparing the amount of money, it will take to restore their property versus the amount of assistance they may receive, assuming any state or federal assistance is offered based on the severity of the disaster.

RSF Objectives

- Identify ways to increase homeowner flood insurance utilization rates.

RSF Recovery Strategy and Support Actions

Strategy 3.1 Promote homeowners and renters' financial literacy programs that amplify the importance and long-term value of flood insurance.

Actions

1. Facilitate meetings with stakeholders and supporting agencies to help households understand the economic cost of not being insured and suffering real and personal property loss due to flooding.

Coordinating Agency: State

Supporting Agency: NFIP, FEMA, FDIC, National Association of Realtors, Local Developers, Community Action Agencies, Insurance Information Institute

2. Develop educational material that combats misconceptions about who needs flood insurance, provides responses to common objections to the purchase of flood insurance, and identifies the true cost of not having insurance.

Coordinating Agency: State

Supporting Agency: FEMA, NFIP, FDIC, National Association of Realtors, Local Developers, Community Action Agencies

3. Assist the State and local governments with planning and conducting outreach events utilizing educational material developed above.

Coordinating Agency: State

Supporting Agency: FEMA, FDIC, National Association of Realtors, Local Developers, Community Action Agencies

- **Strategy 3.2** Identify ways for State, local governments, and non-government programs to lower/subsidize the cost of flood insurance

Actions

1. Increase the number of licensed private insurance companies that operate and offer flood insurance policies in Missouri.

Coordinating Agency: State (Dept of Insurance)

Supporting Agency:

2. Incentivize insurance companies licensed to operate in Missouri to provide more coverage options at various price points.

Coordinating Agency: State (Dept of Insurance)

Supporting Agency:

3. Assist households with taking steps to mitigate the level of risk associated with their property.

Coordinating Agency: State

Supporting Agency: FEMA, FDIC, National Association of Realtors, Local Developers, Community Action Agencies

4.1.4 Issue / Challenge: Utilize Mitigation Efforts to Reduce the Effects of Repetitive Events

- A flood occurs when there is an overflowing of water onto land that is normally dry. As the chart reflects below, St. Louis City, St. Louis and St. Charles Counties have

been impacted by multiple flooding events since 2016, with each event damaging the local housing stock. As witnessed by the frequency of flooding events, there is a need to mitigate against damages from future flooding events.

Major Disaster Declaration Repetitive Flooding Events: 2016 to 2022

Major Disaster Declaration	Incident Period	Declaration Date	IA and PA	PA Only
DR-4665	Jul 25-28, 2022	Aug 8, 2022	St. Charles County, St. Louis County, and St. Louis City	
DR-4451	Apr 29-Jul 6, 2019	Jul 9, 2019	St. Charles County	St. Louis City
DR-4317	Apr 28-May 11, 2017	Jul 2, 2017	St. Louis County	
DR-4250	Dec 23, 2015-Jan 9, 2016	Jan 21, 2016	St. Charles County and St. Louis County	St. Louis City

RSF Objectives

- Utilize mitigation efforts to reduce the effects of repetitive flooding events.

RSF Recovery Strategy and Support Actions

Strategy 4.1 Build stormwater management capacity.

Actions

1. Perform a study to identify stormwater drainage issues and identify where additional capacity is needed.

Coordinating Agency: Regional, County, or Local Government

Supporting Agency: State, USACE, EPA, local municipalities, public and private property owners

2. Implement recommendations from the stormwater drainage study.

Coordinating Agency: Regional, County, or Local Government

Supporting Agency: State, USACE, EPA, local municipalities, public and private property owners.

3. Develop a stormwater management committee that meets regularly to discuss issues and recommend projects.

Coordinating Agency: Regional, County, or Local Government

Supporting Agency: Local municipalities, County public works and environmental services department, environmental groups, public and private property owners.

Strategy 4.2 Increase damage reduction measures for existing properties.

Actions

1. Mitigate future damage to buildings and the housing stock through retrofitting, acquisition, or relocation.

Coordinating Agency: State (Dept of Insurance)

Supporting Agency: State, SEMA, FEMA, USACE, HUD, CAAs, Missouri Municipal League, local municipalities, public and private property owners.

Strategy 4.3 Implement green infrastructure projects to address stormwater runoff and sewer overflow problems.

Actions

1. Promote and implement green infrastructure projects to slow down runoff, spread it over land and vegetation, and allow it to soak and be retained in the ground.

Listed below are some of the green infrastructure and LID practices EPA uses to reduce stormwater runoff and pollution²:

- [Green Roofs](#)
- [Rain Barrels and Cisterns](#)

² <https://www.epa.gov/greeningepa/stormwater-management-practices-epa-facilities>

- [Bioretention Areas](#)
- [Vegetated Swales/Dry Swales](#)
- [Curb and Gutter Elimination](#)
- [Vegetated Filter Strips](#)
- [Sand and Organic Filters](#)
- [Constructed Wetlands](#)
- [Riparian Buffers](#)
- [Permeable Pavements](#)

Coordinating Agency: Regional, County, or Local Government

Supporting Agency: EPA, local municipalities, County public works and environmental services department, land conservation organizations, environmental groups, public and private property owners.



APPENDICES



Appendix A – Cross Cutting Recovery Issues

The nature of the disaster recovery environment requires all participants and partners to coordinate nearly simultaneously. When identifying recovery issues and needs, it is common to find cross-cutting recovery issues. Cross-cutting recovery issues are issues that require a holistic analysis and the coordination of an array of agencies, entities, or disciplines to leverage their knowledge and expertise to achieve a solution to protect or mitigate against the issue. Cross-cutting recovery issues are highly interdependent and require Interagency Coordination as means to use existing networks and activities, coordinate and unify efforts.

Throughout unity of effort, cross-cutting recovery issues provide an opportunity to coordinate activities among various organizations to achieve common objectives. Some examples of Interagency coordination for unity of effort are training and exercise programs improvement, innovative solutions to repetitive issues, leveraging, and enhancing existing capacity, and ensuring that administrative, finance, and logistics systems are in place to support these capabilities. Cross-cutting recovery issues are not static, thus the need for coordination and continued discussions to analyze evolving needs, potential impacts to efforts, and changing resource requirements. The Joint Interagency Coordination group executes coordinated operations and planning to operationalize recovery core capabilities. For DR4665-MO these are the recovery core capabilities and the cross-cutting recovery issues identified.

LIFE-SKILLS TRAINING FOR CITIZENS

The recommended trainings are suggested to be coordinated and delivered before the end of year 2023 (short-term).

- An informed and educated public strengthens the ability of a community to recover, as skill and talents are maximized. During the November 16, 2022 St. Louis Flash Flooding Needs Assessment Meeting (STLFFNAM), the attendees expressed the need for training in certain knowledge areas and suggested locations to deliver them maximizing the benefit to the community population. The latter include public spaces (community colleges, libraries, churches, community, and senior centers, e.g.) to provide equitable life-skills trainings. Other needs identified by the meetings attendees is to include Community Action Groups in coordinating trainings, not just local government leadership. Topics for the trainings may include but not limited to:
 - Financial literacy
 - Home ownership
 - Internet basics
 - Digital Literacy Programs
 - Resume writing

- Job interview skills
- How to fill out a job application
- Planning for disasters [Plan Ahead for Disasters | Ready.gov](#)

Coordinating Agency: SEMA

Supporting Partners: FEMA, HUD, EDA, HSS, Community Action Groups

BUSINESS IMPACT CONCERNS

The recommended actions are suggested to be attained before the end of the year 2023 (short-term).

- Many main streets and business districts in the impacted area were affected by the COVID-19 pandemic, and the floods augmented the burden on those businesses. This type of impact can have longer term implications for unemployment, population well-being, population growth, and ultimately tax base.
 - Complete a risk analysis
 - Analyze the impact of employees being unable to reach the business and water damage to vital equipment, warehouses, or stock.
 - Ensure up to date emergency response plans for all locations.
 - Stay informed about likely flooding events. You can find alerts and flood maps at the official NFIP [FloodSmart site](#), and there are lots of flooding resources at the [National Weather Service site](#).
 - Plan out how work will continue in the event that the premises are inaccessible.

Coordinating Agency: SEMA

Supporting Partners: FEMA, EDA, Chambers of Commerce, individual business owners

- The floods impacted main roads, disrupting transportation and thus, the supply chain. The latter impacts the inventory of assets and good and the services due to the inability of people to go to their workplaces. This limits the businesses capacity and affects the services offered to the communities.

Transportation networks underpin economic activity by enabling the movement of goods and people. During extreme weather events transport infrastructure can be directly or indirectly damaged, posing a threat to human safety, and causing significant disruption and associated economic and social impacts. Flooding, especially as a result of intense precipitation, is the predominant cause of weather-related disruption to the transport sector. Flooding, especially flash flood events that start rapidly as a result of intense precipitation, is the predominant cause of weather-related disruption to the transport

sector and this is expected to continue into the future. This problem is particularly acute on the road network in urban areas owing to the high proportion of impermeable surfaces that prevent the infiltration of water into the soil. Heavy rain causes overland flow that can result in drains exceeding their capacity, increasing the likelihood they become blocked by debris before flood warnings can be widely disseminated.

Floods, which are among the most dangerous and frequent disasters in the world, are expected to occur more frequently due to climate change. Floods, and flash floods, generate economic, environmental, and social effects. Economic effects include damage to infrastructure, the negative influence upon transportation and communications networks, and an increase in fuel costs, as well as time loss due to traffic delays (congestion) and the necessity of taking alternative routes. The recommended actions are suggested to be attained before the end of the year 2023 (short-term).

- In the event of a flood, preprepared procedures to counteract and mitigate the effects of the disaster must be developed, including the evacuation of people and movable property from affected areas.

Coordinating Agency: SEMA

Supporting Partners: FEMA, USDOT, MoDOT, local government

HOUSING CONCERNS

- The displacement of populations and the acquisition of condemned housing can have long term implications for population growth, local budget, and property tax revenue. Assessing these impacts could be helpful.
- Communities considering large scale buy-outs, may want to look into the [Community Disaster Loan Program](#) if acquisitions or other impacts will have large and lasting impacts to revenue (greater than 5%).

INFRASTRUCTURE CONCERNS

- This disaster was highly related to the local Metropolitan Sewer District's (MSD) stormwater infrastructure's capacity and flood plain management. Municipal planning processes should integrate local infrastructure plans and flood plain information as much as possible to mitigate future hazards. This is also a consideration for promoting public

engagement in MSD programming. The recommended actions are suggested to be attained between the year 2025 and the end of the year 2027 (long-term).

- Enhance the risk and vulnerability assessment based on new information, including supporting studies, such as economic or Risk Mapping, Assessment, and Planning (Risk MAP) analyses.
- Strengthen the mitigation strategy by incorporating actions to reduce vulnerabilities over the long term, as well as linking proposed actions to available funding, such as Public Assistance (PA), Hazard Mitigation Assistance (HMA), U.S. Housing and Urban Development (HUD) Community Development Block Grant (CDBG)funds, U.S. Environmental Protection Agency (EPA) loans and funds, state assistance and/or private investments.
- Integrate information from mitigation plans, specifically risk assessment or mitigation strategies with pre- or post-disaster recovery strategies, preparedness or response plans, comprehensive plans, economic development plans and other long-term community initiatives.

Coordinating Agency: SEMA

Supporting Partners: State, FEMA, MSD, HUD, EPA, local government, American Planning Association- Missouri Chapter, MO colleges and universities, East-West Gateway Council of Governments

- The flooding impacted most of the Metro stations, leading to closures during and after the flood event for a period of time. The latter impacted the access to Disaster Recovery Centers, hampered daily life activities, and affected the access to other essential services and to the acquisition of goods and supplies. The need for a safe, reliable, equitable, and accessible public transportation system requires and addressing barriers to building and maintaining a robust public transportation system and funding streams. The recommended actions are suggested to be attained by the end of the year 2025 (intermediate).
 - Provide Uber/Lyft codes for transportation, call-a-ride and free metro service between residences and DRCs.
 - Develop a Public Transit Human Services Transportation Plan that outlines how transit agencies, social service agencies, municipalities and other transportation providers can most efficiently and effectively work together to improve regional mobility for individuals with special transportation needs.
 - Stand up a Mobility Advisory Committee (MAC) to address issues regarding enhanced mobility
 - Work with local communities in developing disaster plans to facilitate transport of people with access and functional needs.

Coordinating Agency: SEMA

Supporting Partners: FEMA, HSS, USDOT, MoDOT, local government

- Limited opportunities of telehealth and deficient delivery and access to primary care due to broadband limitations. An understanding of where broadband exists and does not exist needs to be shared in ways that the communities can use to work towards broadening the access and availability. Broadband also impacts the ability for people to apply for assistance whenever a disaster strikes. Services such as ATMs, banking, and business transactions also get affected by low quality or an unstable broadband system. The attendees identified the need of consolidated management of statewide broadband planning and execution, effective broadband mapping of accessibility, availability and speed, and redundancy. The recommended actions are suggested to be attained between the year 2023 and the end of the year 2025 (short to intermediate).
 - Identify partners that could assist with the following issues would strengthen and sustain a reliable and accessible broadband network:
 - Impacts identification to broadband/Internet service and identification of existing mapping of availability and unavailability.
 - Improve high-speed internet capacity with infrastructure ready for the installation of fiber optic lines.
 - Coordination to support the creation of a Broadband Implementation Plan.
 - Planning and tools supporting long-term strategy for broadband access.
 - Identification of resources and guidance for accessing available resources.
 - Development and expansion of broadband infrastructure is needed to increase economic and educational opportunities in addition to improving emergency communications in the region.
 - Recommendations for location of broadband infrastructure and expansion related to the housing and economic development vision from the long-term planning process.
 - Allocate funds to infrastructure projects with the intent of leveraging these investments into additional grants, partnerships, and other funding.
 - Actively pursue grant or private funding to address broadband connectivity gaps.
 - Allocate funding into digital literacy programs.
 - Initiate dialog with neighboring communities to identify opportunities for collaboration.
 - Initiate or continue dialogue with new and incumbent carriers to identify opportunities for collaboration to address the unserved and underserved.

- Collaborate with municipalities, authorities, and other stakeholders to look at opportunities for infrastructure build-out including right of way and “dig once” opportunities.

Coordinating Agency: Missouri Broadband Resource Rail

Supporting Partners: State, HSS, EDA, USDA, local government, Missouri Department of Economic Development, National Telecommunications and Information Administration, FCC, NGOs, EDDs

Appendix B – Core Capabilities and Cross-cutting Recovery Issues Matrix

Recovery Mission Area Core Capabilities and DR-4665-MO Crosscutting Issues											
Core Capability: Planning	Issues identified	Strategy	Actions	RSF						Leading Agency	Partners
				CA	ECON	HSS	HOU	IS	NCR		
Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives. 1. Convene the core of an inclusive planning team (identified pre-disaster), which will oversee disaster recovery planning. 2. Complete an initial recovery plan that provides an overall strategy and timeline, addresses all core capabilities, and integrates socioeconomic, demographic, accessibility, technology, and risk assessment considerations (including projected climate change impacts), which will be implemented in accordance with the timeline contained in the plan.	In the event of a flood, preprepared procedures to counteract and mitigate the effects of the disaster must be developed, including the evacuation of people and movable property from affected areas	Analyze risks, economic impacts, and existing response plans.	Complete a risk analysis		X	X				SEMA	FEMA, EDA, Chambers of Commerce, individual business owners
			Analyze the impact of employees being unable to reach the business and water damage to vital equipment, warehouses or stock								
			Ensure up to date emergency response plans for all locations.			X					
		Develop evacuation and continuity plans for businesses and service providers.	Stay informed about likely flooding events. You can find alerts and flood maps at the official NFIP FloodSmart site, and there are lots of flooding resources at the National Weather Service site.							SEMA	FEMA, individual business owners, Mo DOT
Plan out how work will continue in the event that the premises are inaccessible.	X										
Core Capability: Operational Coordination	Issues identified	Strategy	Actions	CA	ECON	HSS	HOU	IS	NCR	Leading Agency	Partners
Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities. 1.Establish tiered, integrated leadership, and inclusive coordinating organizations that operate with aunity of effort and are supported by sufficient assessment and analysis to provide defined structureand decision-making processes for recovery activities. 2.Define the path and timeline for recovery leadership to achieve the jurisdiction's objectives thateffectively coordinates and uses appropriate local, state, tribal, territorial, insular area, and Federalassistance, as well as nongovernmental and private sector resources. This plan is to be implemented within the established timeline.	An informed and educated public strengthens the ability of a community to recover, as skill and talents are maximized. During the November 16,2022 St. Louis Flash Flooding Needs Assessment Meeting (STLFFNAM), the attendees expressed the need for training in certain knowledge areas and suggested locations to deliver them maximizing the benefit to the community population. The latter include public spaces (community colleges, libraries, churches, community and senior centers, e.g.) to provide equitable life-skills trainings. Other needs identified by the meetings attendees is to include Community Action Groups in coordinating trainings, not just local government leadership.	Coordinate trainings, workshops, and events for local government leadership, private business and the community to maximize the skills and talets of the whole community.	Provide trainings on the following topics: - Financial literacy - Home ownership - Internet basics - Digital Literacy Programs - Resume writing - Job interview skills - How to fill out a job application - Planning for disasters Plan Ahead for Disasters Ready.gov - Other life-skills topics	X	X	X				SEMA	FEMA, HUD, EDA, HSS, Community Action Groups, Workforce Development Boards, MO Job Centers
Core Capability: Economic Recovery	Issues identified	Strategy	Actions	CA	ECON	HSS	HOU	IS	NCR	Leading Agency	Partners
Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community. 1.Conduct a preliminary assessment of economic issues and identify potential inhibitors to fostering stabilization of the affected communities. 2.Ensure the community recovery and mitigation plan(s) incorporates economic revitalization andremoves governmental inhibitors to post-disaster economic sustainability, while maintaining the civilrights of citizens. 3.Return affected area's economy within the specified time frame in the recovery plan.	Many main streets and business districts in the impacted area were affected by the COVID-19 pandemic, and the floods augmented the burden on those businesses. This type of impact can have longer term implications for unemployment, population well-being, population growth, and ultimately tax base.	Conduct a survey to assess affected businesses and the impacts received from the floods and other stressors.		X	X					SEMA	FEMA, EDA, Chambers of Commerce, individual business owners
	The floods impacted main roads, disrupting transportation and thus, the supply chain. The latter impacts the inventory of assets and good and the services due to the inability of people to go to their workplaces. This limits the businesses capacity and affects the services offered to the communities.	Assess the impact to services and the supply chain whenever weather conditions or other incidents impact the businesses and service providers.		X	X			X		SEMA	FEMA, EDA, USDOT, MoDOT, local government

Recovery Mission Area Core Capabilities and DR-4665-MO Crosscutting Issues (continued)

Core Capability: Health and Social Services	Issues identified	Strategy	Actions	RSF						Leading Agency	Partners
				CA	ECON	HSS	HOU	IS	NCR		
<p>Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.</p> <ol style="list-style-type: none"> 1. Identify affected populations, groups and key partners in short-term, intermediate, and long-term recovery. 2. Complete an assessment of community health and social service needs, and prioritize these needs, including accessibility requirements, based on the whole community's input and participation in the recovery planning process, and develop a comprehensive recovery timeline. 3. Restore health care (including behavioral health), public health, and social services functions. 4. Restore and improve the resilience and sustainability of the health care system and social service capabilities and networks to promote the independence and well-being of community members in accordance with the specified recovery timeline. 	<p>Limited opportunities of telehealth and deficient delivery and access to primary care due to broadband limitations. An understanding of where broadband exists and does not exist needs to be shared in ways that the communities can use to work towards broadening the access and availability. Broadband also impacts the ability for people to apply for assistance whenever a disaster strikes. Services such as ATM's, banking, and business transactions also get affected by low quality or an unstable broadband system. The attendees identified the need of consolidated management of statewide broadband planning and execution, effective broadband mapping of accessibility, availability and speed, and redundancy.</p>	<p>Assess the broadband capacity among the communities, existing plans, common needs, and the limiting factors to establish broadband infrastructure.</p>	<p>Identify partners that could assist with impact identification to broadband/Internet service and identification of existing mapping of availability and unavailability, improvement of the high-speed internet capacity, coordination to support the creation of a Broadband Implementation Plan, planning and tools supporting long-term strategy for broadband access, resource and guidance identification to access available resources, development and expansion of broadband infrastructure, alignment with the National Broadband Plan.</p>		X					Missouri Broadband Resource Rail	<p>State, HSS, EDA, USDA, local government, Missouri Department of Economic Development, National Telecommunications and Information Administration, FCC, NGOs, MACOG</p>
			<p>Allocate funds to infrastructure projects with the intent of leveraging these investments into additional grants, partnerships and other funding.</p>		X						
			<p>Pursue grant or private funding to address broadband connectivity gaps.</p>								
			<p>Allocate funding into digital literacy programs.</p>								
			<p>Initiate dialog with neighboring communities to identify opportunities for collaboration.</p>		X						
			<p>Collaborate with municipalities, authorities and other stakeholders to look at opportunities for infrastructure build-out including right of way and "dig once" opportunities.</p>		X						
Core Capability: Housing	Issues identified	Strategy	Actions	CA	ECON	HSS	HOU	IS	NCR	Leading Agency	Partners
<p>Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.</p> <ol style="list-style-type: none"> 1. Assess preliminary housing impacts and needs, identify currently available options for temporary housing, and plan for permanent housing. 2. Ensure community housing recovery plans continue to address interim housing needs, assess options for permanent housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market. 3. Establish a resilient and sustainable housing market that meets the needs of the community, including the need for accessible housing within the specified time frame in the recovery plan. 	<p>The displacement of populations and the acquisition of condemned housing can have long term implications for population growth, local budget, and property tax revenue. Assessing these impacts could be helpful.</p>	<p>Assess the long-term implications of population displacement.</p>		X		X				MO Housing Development Commission	Community Action Agencies
	<p>Communities considering large scale buy-outs, may want to look into the Community Disaster Loan Program if acquisitions or other impacts will have large and lasting impacts to revenue (greater than 5%).</p>										
Core Capability: Infrastructure Systems	Issues identified	Strategy	Actions	CA	ECON	HSS	HOU	IS	NCR	Leading Agency	Partners
<p>Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.</p> <ol style="list-style-type: none"> 1. Restore and sustain essential services (public and private) to maintain community functionality. 2. Develop a plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability. 3. Provide systems that meet the community needs while minimizing service disruption during restoration within the specified timeline in the recovery plan. 	<p>The unprecedented amount of rainfall in such a short time period overwhelmed local stormwater capacity and flood plain management.</p>	<p>Develop a comprehensive stormwater management plan.</p>	<p>Enhance the risk and vulnerability assessment based on new information, including supporting studies, such as economic or Risk Mapping, Assessment, and Planning (Risk MAP) analyses.</p>			X				SEMA	<p>State, FEMA, USACE, St. Louis Section of American Society of Civil Engineers (ASCE), Metropolitan St. Louis Sewer District, HUD, EPA, local government, American Planning Association- Missouri Chapter, MO colleges and universities, East-West Gateway Council of Governments</p>
			<p>Strengthen the mitigation strategy by incorporating actions to reduce vulnerabilities over the long term, as well as linking proposed actions to available funding, such as Public Assistance (PA), Hazard Mitigation Assistance (HMA), U.S. Housing and Urban Development (HUD) Community Development Block Grant (CDBG) funds, U.S. Environmental Protection Agency (EPA) loans and funds, state assistance and/or private investments.</p>			X					
			<p>Integrate information from mitigation plans, specifically risk assessment or mitigation strategies with pre- or post-disaster recovery strategies, preparedness or response plans, comprehensive plans, economic development plans and other long-term community initiatives.</p>			X					
	<p>The flooding impacted the majority of the Metro stations, leading to closures during and after the flood event for a period of time. The latter impacted the access to Disaster Recovery Centers, hampered daily life activities, and affected the access to other essential services and to the acquisition of goods and supplies. The need for a safe, reliable, equitable, and accessible public transportation system requires and addressing barriers to building and maintaining a robust public transportation system and funding streams.</p>	<p>Develop a transportation plan to address the disruptions of the main transportation networks in case of a disaster.</p>	<p>Provide Uber/Lyft codes for transportation, call-a-ride and free metro service between residences and DRCs.</p>							SEMA	<p>FEMA, HSS, USDOT, MoDOT, local government, VOAD, COAD, MACOG, MO Rides</p>
			<p>Develop a Public Transit Human Services Transportation Plan that outlines how transit agencies, social service agencies, municipalities and other transportation providers can most efficiently and effectively work together to improve regional mobility for individuals with special transportation needs.</p>		X	X					
			<p>Stand up a Mobility Advisory Committee (MAC) to address issues regarding enhanced mobility</p>			X					
			<p>Work with local communities in developing disaster plans to facilitate transport of people with access and functional needs.</p>	X	X	X	X				